



TOWN OF GRAFTON
GRAFTON MEMORIAL MUNICIPAL CENTER
30 PROVIDENCE ROAD

GRAFTON, MASSACHUSETTS 01519
(508) 839-5335 ext 1100 • FAX (508) 839-4602
www.grafton-ma.gov

BOARD OF SELECTMEN
MEETING AGENDA
March 5, 2019
Municipal Center, Conference Room A
7:00 p.m.

CALL TO ORDER

ANNOUNCEMENTS

1. SCHEDULE

- a) Andy Deschenes – Building Project Updates

2. RESIGNATIONS

3. APPOINTMENTS

Board of Selectmen

- a) MBTA Advisory Board – Designate/Appoint a Local Representative
- b) Conservation Commission – Helen Cheney

Town Administrator - None

4. NEW BUSINESS

- a) One Day Beer and Wine License, VFW Post #1497, South Grafton
- b) One Day Beer and Wine License(s), Apple Tree Arts
- c) Clean Harbors Environmental Services - Hazardous Waste Day Agreement
- d) Municipal Center Parking Limits (hourly)
- e) PAYT Bag Fee – Vote to Increase fees
- f) Fire Department Study Committee – Vote to establish committee & set charge

5. SELECTMEN REPORTS / TA REPORTS

6. CORRESPONDENCE

7. DISCUSSION

- a) May 13, 2019 Annual Town Meeting Warrant closes March 29th
- b) FY2020 Budget
- c) Town Administrator – Evaluation/Goals
- d) Finance Study Committee

8. MEETING MINUTES

EXECUTIVE SESSION

MGL Chapter 30A, Sec. 21(3)
Litigation Update
Litigation Strategy
Union Negotiations
Land Negotiation
Non Union Negotiations
Strategy for Negotiations
Minutes

ADJOURN

SCHEDULE (a) ANDY DESCHENES BUILDING PROJECT UPDATE

Andy Deschenes, our OPM for the Library Building Project, DPW Building Project and Cable Studio Project will be present to give the board an update on each of the projects.

NO ACTION NECESSARY

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APPOINTMENTS (a) MBTA ADVISORY BOARD

The MBTA Advisory Board is updating their membership records. Generally, the Chairman would be the representative however the Chairman may name a designee. This person is a voting member. Each municipality has one vote plus fractions of votes equivalent to its weighted proportion of the deficit (Chapter 161A, Section 7A). As assessments change, so does the precise weight of each municipal vote.

The board meets approximately 4 times a year. Their next meeting will most likely be in March for the Budget. Meetings are held in the Boardroom of MassDOT, Park Plaza Boston in the morning.

MOTION:

I move the board vote to appoint _____ as the town's designee on the MBTA Advisory Board.

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MBTA Advisory Board
MEMBERSHIP LISTING UPDATE FORM

(PLEASE PRINT)

date completed _____

TOWN OR CITY _____

(either) MAYOR OR CHAIRMAN BOARD OF SELECTMEN

When does their Term Expire?(month/year) _____

MAILING
ADDRESS _____

CITY _____ ZIP CODE _____

WORK TEL # () _____ FAX TEL # () _____

EMAIL ADDRESS _____

DESIGNEE APPOINTED TO ATTEND MEETINGS:

ADVISORY BOARD DESIGNEE NAME _____

MAILING
ADDRESS _____

CITY _____ ZIP CODE _____

WORK OR HOME # _____ FAX # _____

(PLEASE SPECIFY) EMAIL
ADDRESS _____

APPOINTMENTS (b) CONSERVATION COMMISSION

Helen Cheney submitted a letter of interest to serve on the Conservation Commission. There is one seat available due to the recent resignation of Nathan Jaffer from the Commission. At their last meeting the conservation commission reviewed her letter of interest and they are recommending she be appointed.

MOTION:

I move the board vote to appoint Helen Cheney as a member of the Conservation Commission.

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Cindy Ide

From: Leah Cameron
Sent: Wednesday, February 20, 2019 12:22 PM
To: Cindy Ide
Subject: ConCom Vacancy

Hi Cindy,

The Commission reviewed Helen Cheney's letter of interest at their meeting last night and answered her questions about being on the Commission. They asked that I pass on their recommendation of her for appointment to the Commission. She also asked if you could let her know when her appointment is on the BOS agenda as she may wish to attend.

Leah Cameron
Conservation Assistant &
Green Communities Coordinator
Grafton Conservation Commission
30 Providence Road
Grafton, MA 01519
508-839-5335 x1138

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Cindy Ide

Subject: FW: FW: Hi Leah, it is Helen Cheney

On Fri, Jan 4, 2019 at 9:23 AM Helen Cheney <helen.cheney@griftonma.com>

wrote:

Good morning Leah

Here are the things that I had indicated in the page on the Grafton website for interest in joining the Conservation Commission.

- I am a lifelong resident of Grafton*
- My mother Rita Martin was a founding member of both the Commission as well as the Land Trust*
- I feel passionate about educating the public to the importance of preserving space and management of land*
- Grafton is changing, I realize that one cannot stop progress but groups like the Commission can certainly oversee construction and building to prevent mismanagement.*
- I love my town. My roots run deep*
- I am willing and able to volunteer my time, and whatever capabilities needed to volunteer and help.*

My contact info and a short background

Helen Cheney

81 Merriam Road

Grafton, MA. 01519

Mailing:

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Helen Cheney

PO Box 65

Grafton, MA. 01519

Graduate of the School of the Worcester Art Museum

22 years working in photo exhibit & trade show industry. EB Luce Corp. Worcester, MA

18 years working office management for Martin Bros Contracting Co Inc.

Married

1 son

*Thanks so much Leah, looking forward to seeing you at the next meeting in January
22,2019*

Helen Cheney

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NEW BUSINESS: (a) ONE DAY BEER and WINE LICENSE – VFW POST 1497

Commander Stan Stopyra of Post 1497 is requesting a one day beer and wine license for their District 8 meeting. The meeting is for all surrounding town commanders and this one is being hosted by the Grafton Post.

MOTION:

I move the board vote to approve a one day beer and wine license for VFW Post 1497 on March 17, 2019.

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COMMONWEALTH OF MASSACHUSETTS

TOWN OF GRAFTON

APPLICATION FOR LICENSE

The undersigned hereby applies for a License in accordance with the provisions of the Statutes relating thereto: (FULL NAME OF PERSON, FIRM OR CORPORATION MAKING APPLICATION):

SPECIAL NOTICE. If you use scales or measures, you must have these devices tested annually by the Sealer of Weights and Measures in accordance with Chapter 9B of the Massachusetts General Laws.

MARCH 17th / 2019
Date(s) for one day events

V.F.W. Post 1497
Location (GRAFTON)

To the Honorable Board of Selectmen; Town of Grafton, Massachusetts

I hereby respectfully submit an application(s) for a license as indicated by (X), for which the fee is enclosed.

- | | |
|---|--|
| <input type="checkbox"/> Garage Class _____ (\$100) | <input type="checkbox"/> Music (\$10) |
| <input type="checkbox"/> Hawkers/Peddler (\$25.00) | <input type="checkbox"/> Common Victuallers (\$25) |
| <input type="checkbox"/> Pool Room, 1 table(s) at (\$25) each | <input type="checkbox"/> Innholders (\$25) |
| <input type="checkbox"/> Bowling, _____ alleys at (\$25) each | <input checked="" type="checkbox"/> One Day Beer & Wine (\$25) |
| <input type="checkbox"/> Auctioneer (\$25) | <input type="checkbox"/> One Day All Alcoholic (\$25) |
| <input type="checkbox"/> One Day Auctioneer (\$10) | <input type="checkbox"/> Second Hand Articles (\$40) |
| <input type="checkbox"/> Pinball (\$30). Include name and manufacturer of machine below. If more space is needed, please use reverse side | |

Business Name:

V.F.W. Post 1497

License Holders Name/Title:

Business Address:

25 MAIN ST So. Grafton MA

Residential Address:

Phone Number & Email Address:

508 579-5397 commander

cji/TPM

District 8
Meeting - Commanders Meeting -

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PLEASE COMPLETE THE REVERSE SIDE
Incomplete applications will not be processed

Pursuant to Massachusetts General Laws, Chapter 62C, Section 49A. I certify under the penalties of perjury that, to my best knowledge and belief, I have filed all State tax returns and paid all State taxes required under law.

Veterans of Grafton VFW. Commander Stan
(Print) Name (of individual or Corporation as applicable) *Stop 10A*

35 Main St. So. Grafton MA
Street Address

Grafton MA 01560
City/Town State Zip Code

Stan Agnew Commander
* Signature of Individual or Corporate Name (mandatory) Re: Corporate Officer (mandatory, if applicable)

Social Security No. (voluntary) or
Federal Identification Number

This license will not be issued unless this certification clause is signed by the applicant.

Your Social Security/Fed ID number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Licensees who fail to correct their non-filing or delinquency will be subject to license suspension or revocation. This request is made under the authority of Mass. G.L. c 62s. 49A.

Date: Feb 21 / 2019

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NEW BUSINESS: (b) ONE DAY BEER AND WINE LICENSE – APPLE TREE ARTS

Appletree Arts has applied for two one day beer and wine licenses for the following events:

March 15th for a St. Patrick's Day Celebration with Banda Gan Ainm.

April 13th for the Claflin Hill Symphony Orchestra performance. A copy of their TIPS Training Certificate has been submitted.

MOTION:

I move the Board vote to approve the one day beer and wine licenses for Apple Tree Arts on March 15, 2019 and April 13, 2019

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DATE: 2/25/19

Apple Tree Arts
Company Name/Applicant Name

Application for and/or renewal of Town Licenses. Please complete both sides and return to the Board of Selectmen with your payment.

** The Board of Selectmen meet on the first and third Tuesday of every month. If your application and/or renewal is not received and processed by Noon on Wednesday prior to the Selectmen's meeting on said Tuesday, your request will be delayed until the next scheduled meeting.

SPECIAL NOTICE. If you use scales or measures, you must have these devices tested annually by the Sealer of Weights and Measures in accordance with Chapter 9B of the Massachusetts General Laws.

March 15, 2019
Date(s) of Function

One Grafton Common
Location of Function

To the Honorable Board of Selectmen
Town of Grafton, Massachusetts

I hereby respectfully make application for a Renewal () / Original () license as indicated by (X), for which the fee is enclosed.

- | | |
|--|----------------------------------|
| () Garage Class _____ (\$100) | () Music/Entertainment (\$10) |
| () Peddler (\$25.00) | () Common Victuallers (\$25) |
| () Pool Room, _____ tables at (\$25) each | () Innholders (\$25) |
| () Bowling, _____ alleys at (\$25) each | (X) One Day Beer & Wine (\$25) |
| () Auctioneer (\$25) | () One Day All Alcoholic (\$25) |
| () One Day Auctioneer (\$10) | () Second Hand Articles (\$40) |
| () Pinball (\$30). Include name and manufacturer of machine below. If more space is needed, please use reverse side | |

Name: _____

Manufacturer: _____

Business Name: Apple Tree Arts

License in name of: Donna Blanchard

Title: Executive Director

Business Address: One Grafton Common
Grafton, MA 01519

Phone No.: 508-839-4286

Residence: 24 Barbara Jean Street
Grafton, MA 01519

Phone No. 508-839-4984

Signature of Applicant: Donna Blanchard

PLEASE COMPLETE THE REVERSE SIDE

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Pursuant to Massachusetts General Laws, Chapter 62C, Section 49A. I certify under the penalties of perjury that, to my best knowledge and belief, I have filed all State tax returns and paid all State taxes required under law.

Apple Tree Arts

(Print) Name (of individual or Corporation as applicable)

One Gratton Common

Street Address

Gratton,

City/Town

MA

State

01519

Zip Code

Donna Blanchard

* Signature of Individual or
Corporate Name (mandatory)

Re: Corporate Officer
(mandatory, if applicable)

04-3267088

** Social Security No. (voluntary) or
Federal Identification Number

* This license will not be issued unless this certification clause is signed by the applicant.

** Your Social Security number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Licensees who fail to correct their non-filing or delinquency will be subject to license suspension or revocation. This request is made under the authority of Mass. G.L. c 62s. 49A.

Date: 2/25/19

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eTIPS On Premise 3.0

CERTIFIED

Issued: 1/16/2018

Expires: 1/16/2021

ID#: 4708418

Elizabeth Colognesi
2A Powerline Dr
Grafton, MA 01519-1012

For service visit us online at www.gettips.com



HEALTH COMMUNICATIONS INC.

Phone: 800-438-8477

Fax: 703-524-1487

www.gettips.com

This card was issued for successful completion of the TIPS program.

Signature

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ST. PATRICK'S DAY CELEBRATION

with Banda Gan Ainm

(Band Without a Name)

Friday, March 15, 7:00 p.m.



**The Great Hall at Apple Tree Arts
One Grafton Common, Grafton, MA**

Enjoy a festive evening with Banda Gan Ainm, a Celtic band bursting with the sound of fiddles, cello and guitar, heartfelt vocals, flute and penny whistle, and toe-tapping percussion. The band will perform traditional Irish songs and popular music, too. Spontaneous dancing is welcome!

Wine/Beer/Soft Drinks available for purchase.

**Tickets are \$20 and may be purchased in advance at
www.appletreearts.org or
at the door the night of the show.**

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Apple Tree Arts
Company Name/Applicant Name

DATE: 2/25/19

Application for and/or renewal of Town Licenses. Please complete both sides and return to the Board of Selectmen with your payment.

** The Board of Selectmen meet on the first and third Tuesday of every month. If your application and/or renewal is not received and processed by Noon on Wednesday prior to the Selectmen's meeting on said Tuesday, your request will be delayed until the next scheduled meeting.

SPECIAL NOTICE. If you use scales or measures, you must have these devices tested annually by the Sealer of Weights and Measures in accordance with Chapter 9B of the Massachusetts General Laws.

April 13, 2017
Date(s) of Function

One Grafton Common
Location of Function

To the Honorable Board of Selectmen
Town of Grafton, Massachusetts

I hereby respectfully make application for a Renewal () / Original () license as indicated by (X), for which the fee is enclosed.

- | | |
|---|--|
| <input type="checkbox"/> Garage Class _____ (\$100) | <input type="checkbox"/> Music/Entertainment (\$10) |
| <input type="checkbox"/> Peddler (\$25.00) | <input type="checkbox"/> Common Victuallers (\$25) |
| <input type="checkbox"/> Pool Room, _____ tables at (\$25) each | <input type="checkbox"/> Innholders (\$25) |
| <input type="checkbox"/> Bowling, _____ alleys at (\$25) each | <input checked="" type="checkbox"/> One Day Beer & Wine (\$25) |
| <input type="checkbox"/> Auctioneer (\$25) | <input type="checkbox"/> One Day All Alcoholic (\$25) |
| <input type="checkbox"/> One Day Auctioneer (\$10) | <input type="checkbox"/> Second Hand Articles (\$40) |
| <input type="checkbox"/> Pinball (\$30). Include name and manufacturer of machine below. If more space is needed, please use reverse side | |

Name: _____

Manufacturer: _____

Business Name: Apple Tree Arts

License in name of: Donna Blanchard

Title: Executive Director

Business Address: One Grafton Common
Grafton, MA 01519

Phone No.: 508-839-4286

Residence: 24 Barbara Jean Street
Grafton, MA 01519

Phone No. 508-839-4984

Signature of Applicant: Donna Blanchard

PLEASE COMPLETE THE REVERSE SIDE

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Pursuant to Massachusetts General Laws, Chapter 62C, Section 49A. I certify under the penalties of perjury that, to my best knowledge and belief, I have filed all State tax returns and paid all State taxes required under law.

Apple Tree Arts
(Print) Name (of individual or Corporation as applicable)

One Gratton Common
Street Address

Gratton, MA 01519
City/Town State Zip Code

Donna Blanchard
* Signature of Individual or Corporate Name (mandatory) Re: Corporate Officer (mandatory, if applicable)

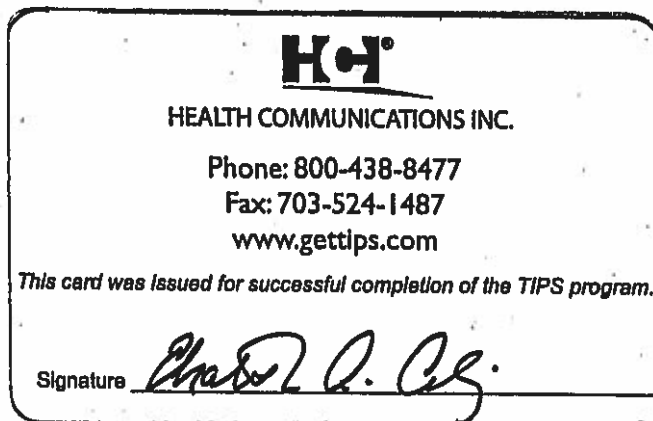
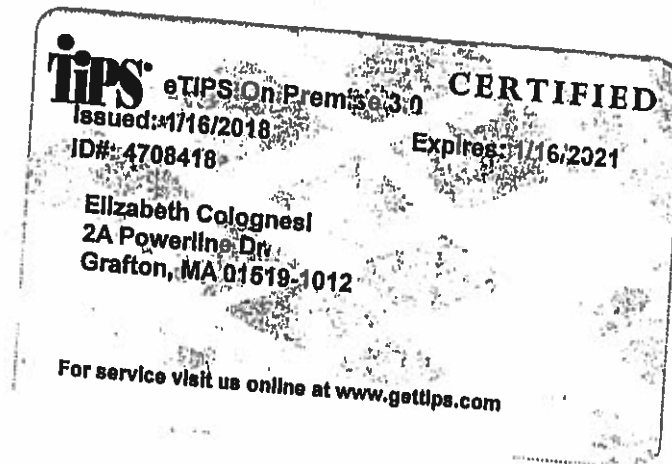
04-3267 088
** Social Security No. (voluntary) or Federal Identification Number

* This license will not be issued unless this certification clause is signed by the applicant.

** Your Social Security number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Licensees who fail to correct their non-filing or delinquency will be subject to license suspension or revocation. This request is made under the authority of Mass. G.L. c 62s. 49A.

Date: 2/25/19

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The Claflin Hill Symphony Orchestra

Passionate performances. Masterful musicians.

Family Affair

A very Special evening featuring the CHSO's amazing Concertmaster, Angel Valchinov on Violin and his sister, Deyana Valchinova on Piano. Together, with their parents, Margaritka on Violin and Iliya on Bassoon and a visit from Clarinetist Paul Surapine, they will present, as only a real family can, music of Mozart, Dvorak, Shostakovich and Stravinsky.

Saturday, April 13

7:30 p.m.

Great Hall at Apple Tree Arts

Tickets \$19 (\$15 for seniors)

The Claflin Hill Symphony Orchestra Chamber Music Series at Apple Tree Arts is brought to you by the following sponsors:

Brigham Hill Foundation

 Financial Services, LLC

Grafton Cultural Council

 Homefield
credit union

 KOOPMAN
LUMBER & HARDWARE

NEW BUSINESS (c) CLEAN HARBORS ENVIRONMENTAL SERVICES

The Wastewater Treatment Facility will be hosting a Hazardous Waste Collection day on June 15th. The Selectmen will be asked to approve an agreement and vote to authorize the chairman to sign. Clean Harbors Environmental Services will oversee the event.

MOTION:

I move the board vote to authorize the Chairman to sign the agreement with Clean Harbors Environmental Services for the Hazardous Waste Collection Day.

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HOUSEHOLD HAZARDOUS WASTE COLLECTION AGREEMENT

This Agreement is entered into this ____ day of _____, 2019 by and between Town of Grafton, MA, (hereinafter "Community"), and Clean Harbors Environmental Services, Inc. (hereinafter "Clean Harbors"), a Massachusetts corporation.

Community and Clean Harbors hereby agree as follows:

1. On June 15, 2019, Clean Harbors shall have present at the following location, 9 Depot Street, Grafton, MA (the "Site") an employee or agent of Clean Harbors (the "Site Chemist") trained in the identification and handling of household hazardous wastes ("Wastes") as defined by state and federal laws and regulations, and such personnel, equipment and materials as are necessary to handle, containerize, label, load and transport said wastes for disposal in a manner which conforms to state and federal laws and regulations.
2.
 - a. Community agrees to pay Clean Harbors for services under this agreement in accordance with the attached Rate Schedule ("Rates") with the condition the Community not pay more than \$ \$15,000.00 (the "Contract Limit").
 - b. The Site Chemist will make a determination and notify the Community Coordinator when the costs of acceptance, transportation and disposal of Household Waste accepted by Clean Harbors at the site has reached the Contract Limit. The Community Coordinator must be present at all times and will be responsible for terminating the collection program upon notification by the Site Chemist that the contract Limit has been reached.
 - c. The failure by Community Coordinator to terminate the collection program before the Contract Limit is exceeded, or authorization by the Community Coordinator to continue the collection program beyond the Contract Limit, shall obligate the Community to pay Clean Harbors for all additional labor and material costs, in accordance with the Rates, which exceed the Contract Limit. Clean Harbors shall not, however, be obligated to accept any waste for transportation or disposal after the Contract Limit has been reached.
 - d. Community agrees to pay Clean Harbors within fifteen (15) days of receipt of the invoice. Interest shall accrue at the rate of one and one half (1.5%) percent per month, or at the maximum rate allowed by law, after fifteen (15) days. In the event that legal or other action is required to collect unpaid balances or invoices, Community agrees to pay all costs of collection, including reasonable attorney's fees, which may be incurred by Clean Harbors.

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3. The Community shall provide a police officer to maintain order and an authorized representative ("Community Coordinator") at the Site to carry out the responsibilities specified in Paragraph 2.b. above.
4. Clean Harbors shall accept only household hazardous wastes for transportation and disposal from those individuals who are approved by the Community Coordinator in such amounts as are approved by the Community Coordinator.
5. The Community hereby grants to Clean Harbors the absolute right to reject any Wastes delivered to the site.
6. Clean Harbors shall be deemed to be the "generator" of all Wastes accepted by Clean Harbors at the Site.
7. Clean Harbors shall transport for disposal all Wastes which it has accepted at the Site. Such Wastes shall be transported to licensed facilities for lawful disposal.
8. Clean Harbors represents that it shall possess on the day of collection:
 - a. A valid Environmental Protection Agency identification number for generation and transportation of hazardous wastes;
 - b. A valid state transporter's license for transportation of hazardous and acutely hazardous wastes;
 - c. A vehicle identification device for each vehicle used by Clean Harbors to transport Wastes from the Site;
 - d. Authorization from the Interstate Commerce Commission and the appropriate state agency to operate a common carrier.
 - e. Liability insurance for claims resulting from bodily injury or death and property damage evidenced by a Certificate of Insurance.
 - f. All other state and federal permits and licenses necessary to legally transport Wastes in interstate commerce.
9. Title to all Wastes accepted by Clean Harbors at the Site shall pass to Clean Harbors.
10. Clean Harbors represents that it understands the currently known hazards to persons, property and the environment resulting from the transportation, treatment and disposal of Wastes. Clean Harbors further represents that it will perform all services under this Agreement in a safe, efficient and lawful manner, using industry-accepted practices and methods.

11. The Community shall use best efforts to assure that all Wastes approved by the Community Coordinator are the Household Wastes of community residents. The community represents and warrants that execution of this Agreement by the signatory below has been duly authorized and is in conformance with applicable provisions of state and local law.
12. Clean Harbors shall perform this Agreement as an independent contractor and shall have and maintain complete control over its employees, agents and operations. Clean Harbors and its agents and employees, shall not represent, act, purport to act, or be deemed to be the agent, representative, employee or servant of the Community. Community agents or employees, the Community Coordinator and the police officer identified in Paragraph 2 shall not represent, act, purport to act or be deemed the agent, representative, employee or servant of Clean Harbors.
13. Any notice or other communication given under this Agreement shall be in writing and mailed or delivered as follows:

To Community:

Town of Grafton
9 Depot Street
Grafton, MA 01560
Attn: Paul Cournoyer

To Clean Harbors

Clean Harbors Environmental Services, Inc.
42 Longwater Drive
P.O. Box 9149
Norwell, MA 02061
Attn: General Counsel (Urgent Contract Matter)
14. If any section, subsection, sentence or clause of this Agreement shall be deemed to be illegal, invalid or unenforceable for any reason, such illegality, invalidity or unenforceability shall not affect the legality, validity or enforceability of other sections of this Agreement.
15. Any waiver by either party of any provision or condition of this Agreement shall not be construed or deemed to be a waiver of any other provision or condition of this Agreement, nor a waiver of a subsequent breach of the same provision or condition.
16. The validity, interpretation and performance of this Agreement shall be governed and construed in accordance with the laws of the Commonwealth of Massachusetts and the parties agree to submit to the jurisdiction of the courts of the Commonwealth of Massachusetts for any disputes arising under this Agreement.

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IN WITNESS WHEREOF, the parties hereto execute this Agreement by their duly authorized representatives.

Community of Grafton:

Clean Harbors Environmental
Services, Inc.

By: _____

By: Kristen Mahoney
Technical Services District Manager

Signature: _____

Signature: K Mahoney

Date: _____

Date: 2.14.19

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NEW BUSINESS: (d)

This proposal is to place parking signs (hourly parking) around the municipal center, specifically along the fence which runs behind the Municipal Center. The signs would limit the parking time to 2 or 3 hours and give us the ability to have vehicles removed if necessary. We hope this would deter all day parking by folks who are not doing business here in the municipal center. We lose several spaces on a regular basis which interferes with our day to day operations and Senior Center Programs. While the school administration does a good job warning staff and students not to park up here, we feel there are students and teachers who continually park up here. Samples of the sign and parking tickets are included in this packet.

MOTION:

I move the board vote to allow the installation of limited parking signs around the Municipal Center specifically along the fence line behind the municipal center.

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SAMPLE SIGN

From: "Normand Crepeau Jr." <chief@griftonpolice.com>

Date: February 25, 2019 at 3:23:49 PM EST

To: Tim McInerney <mcinerneyt@grifton-ma.gov>, James Cummings <cummingsj@grifton.k12.ma.us>

Cc: Robert Berger <bergerr@grifton-ma.gov>

Subject: RE: parking

I would have the problem areas posted **2 Hour Parking** (or whatever time you deem appropriate) and indicate the fine. Make the fine high enough to discourage people from parking in the future. Of course, you would need to have approved by BOS to make this enforceable. *

We can give out warning tags to use for a few days before issuing actual money tags.

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VIOLATION				GRAFTON			
SAMPLE							
STATE				REGISTRATION			
<input type="checkbox"/> MA <input type="checkbox"/> OTHER		VEHICLE MAKE		VEHICLE COLOR			
PLATE TYPE	PASG.	COMM.	OTHER	PLATE COLOR	G	R	A
→	→	→	→	→	→	→	→
MONTH		DATE	YEAR	TIME			
A.M.		P.M.		TO			
A.M.		P.M.		P.M.			
LOCATION						METER NO.	
OFFICER				DIV. NO.		BADGE NO.	
I HAVE ATTEMPTED TO AFFIX THIS NOTICE TO VEHICLE							
GROUP A: FINE - \$2.00 each <input type="checkbox"/> 01 - Meter Violation <input type="checkbox"/> 02 - Overtime				GROUP B: FINE - \$10.00 each <input type="checkbox"/> 03 - Sidewalk <input type="checkbox"/> 04 - Crosswalk <input type="checkbox"/> 05 - More than 12" from curb <input type="checkbox"/> 06 - Wrong direction <input type="checkbox"/> 07 - Less than 10' unobstructed lane <input type="checkbox"/> 08 - Within 20' of intersection way <input type="checkbox"/> 09 - Double Parking <input type="checkbox"/> 10 - Within 15' or opposite Fire Station <input type="checkbox"/> 11 - Obstructing at excavation <input type="checkbox"/> 12 - Bus stop <input type="checkbox"/> 13 - Center strip or island <input type="checkbox"/> 14 - Midnight parking ban <input type="checkbox"/> 15 - Prohibited zone <input type="checkbox"/> 16 - Entrances to public buildings, etc. <input type="checkbox"/> 17 - At schools <input type="checkbox"/> 18 - Private ways <input type="checkbox"/> 19 - On or under bridge <input type="checkbox"/> 20 - Taxi stand <input type="checkbox"/> 21 - Diagonal parking (only) <input type="checkbox"/> 22 - Loading zone			
GROUP C: FINE - \$20.00 each <input type="checkbox"/> 23 - Within intersection <input type="checkbox"/> 24 - Within 10' of fire hydrant <input type="checkbox"/> 25 - Within 5' of driveway or alley <input type="checkbox"/> 26 - Snow removal <input type="checkbox"/> 27 - Obstructing public travel <input type="checkbox"/> 28 - Fire Lane				GROUP D: FINE - \$100.00 each <input type="checkbox"/> HP - Parking in an area restricted to vehicles bearing disabled veterans or handicapped plates.			

PAY THIS AMOUNT: \$

PAYMENT INSTRUCTIONS

DO NOT MAIL CASH, PAY ONLY BY A POSTAL NOTE, MONEY ORDER, OR BY CHECK MADE PAYABLE TO: GRAFTON PARKING CLERK. IF THE PAYMENT IS NOT MADE WITHIN 21 DAYS, THE VIOLATOR MAY BE SUBJECT TO AN ADDITIONAL PENALTY.

Sec. 20-D of M.G.L. Chapter 90 Provides penalty for unlawfully removing, tampering with, mutilating or destroying this notice.

PLEASE PEEL OFF TAPE AND FOLD FLAP TO SEAL ENVELOPE.
PARKING CLERK

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NEW BUSINESS (e) PAYT BAG FEE – VOTE TO INCREASE FEES

On January 15, the Board was presented with the option of increasing PAYT bag fees for the town. The proposed increase will generate approximately \$60,000 in additional revenue for the town in the upcoming FY20 fiscal year.

The last time the Board raised bag fees was for the FY18 fiscal year. Sanitation costs have continued to rise each year. FY20 is no different. Costs for curbside pickup are rising \$22,000 and tipping costs are increasing \$20,000. Additionally, the fee set by the bag manufacturer is also increasing in FY20. As a result of all of these increased costs, an increase to the bag fee is necessary to continue offering these services.

We are recommending a \$.10 cent increase per small bags (to \$5 per roll) and a \$.10 cent increase on large bags (to \$9 per roll). This will generate an increase of \$60,000 in revenue.

In addition to raising fees, we are also undertaking measures to curb the rise in bag fee costs, and also address some recent complaints about the quality of the bags. We plan to put our PAYT bag contract out to bid before the FY20 year begins. We hope that this competitive bidding will yield a positive outcome and will reduce the increase in manufacturing costs.

Even in the event that we do receive lower manufacturing costs, it will still be necessary to increase the bag fees. The current budget is balanced predicated on the increase of revenue generated from the fee. If the bag fee is not increased, additional cuts will need to be made, regardless of whether manufacturing costs come down through the bid process.

MOTION:

I move the Board vote to increase trash bag fees, effective July 1, 2019 from \$4.50 to \$5.00 per small roll and from \$8.50 to \$9 per large roll.

**NEW BUSINESS (f) FIRE STAFFING STUDY SUB COMMITTEE VOTE TO
ESTABLISH A COMMITTEE AND SET THE CHARGE**

After discussions relative to the Fire Staffing Study, the board voted to establish a study committee to review the Fire Staffing Study Report completed by Municipal Resources Inc (MRI). A draft charge has been prepared along with the suggested composition of the committee.

MOTION:

I move the Board vote to establish a Fire Department Study Committee comprised of 7 Members; one person from each station, two members in leadership positions with the fire department and two members at large and set the charge as presented.

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OFFICE OF THE BOARD OF SELECTMEN

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Craig Dauphinais, Vice Chair
Jennifer Thomas, Clerk
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Edward Prisby*

Adopted: March 5, 2019

BOARD OF SELECTMEN CHARGE

NAME: Fire Department Study Committee

MEMBERSHIP: 7 members
One member of each Fire Company (3 total), Two members in leadership positions with the Fire Department, Two Members-At-Large

TIMETABLE: To begin upon appointment for a 1-year term or until the Committee has met its charge and disbanded by the Board of Selectmen. Expected that the charge will take 6-9 months to complete.

Section 1. The Board of Selectmen shall establish and appoint a committee to be known as the Fire Study Committee, composed of 7 members as described above. Members should have some experience and knowledge with public safety operations.

Section 2. The Committee shall review the Fire Staffing Study Report completed by Municipal Resources Inc. (MRI) The Committee shall analyze the objectives and recommendations made in the report (attached to this document). Committee shall recommend and prioritize the implementation of these recommendations and present such findings to the Board of Selectmen.

The Committee shall consider the following strategy in reviewing the report:

- Approach recommendations strategically and in a systematic manner.
- Use them as the basis for the development of a long-range strategic plan for change and improvement.
- Break them down into reasonably sized components. Categorize them as short-term and long-term and/or high-priority and low-priority. This will allow a clear implementation plan to emerge that considers things such as which items can be accomplished within existing resources, and which items will require additional funding and/or time to accomplish in the coming years.

- Refer to them when making various recommendations, check them off as they are accomplished, revise the plan as necessary moving forward just making sure to maintain forward progress and most importantly, recognize the positive achievements publicly.

Section 3. The Committee shall hold at least two (2) public hearings prior to submitting their findings to the Board of Selectmen to hear concerns, questions or other recommendations from the community on this matter. There will be others who have an interest in these meetings that are not able to serve on the committee. Every attempt should be made to include comments from those who attend meetings. The easiest way to ensure this is to include a "public comment" section on each agenda.

Section 4. Findings shall be presented at a formal meeting of the Board of Selectmen and written recommendations for implementation should be provided. The Board will discuss and decide on a path forward in consultation with the Town Administrator.

Attached to this document are the MRI objectives and recommendations that were a part of the staffing study report. This document will be made available electronically to all members of the committee.

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Fire Staffing Study Objectives and Recommendations as prepared by Municipal Resources Inc.

MRI proposes the following recommendations as a roadmap for initiating the significant change that needs to occur in the department.

Objective #1: The Board of Selectmen and Town Administrator should take an active role in setting appropriate goals and a vision for the Fire Department. Town officials should include residents and the department in an open and honest discussion within the goal-setting process. This process could provide the foundation for the formation of a long-range strategic planning committee comprised of a cross-section of community stakeholders.

Objective #2: The Board of Selectmen and Town Administrator should establish an annual goal-setting workshop with the Fire Chief to develop the sense of common vision necessary to improve the department and the quality of fire and rescue services the Town receives.

Objective #3: The Fire Chief should begin to develop a formal process for developing a long-term vision for the fire department. Part of this process should be the development of a mission statement to properly and accurately reflect the department's overall mission within the community. In addition, a vision statement along with a set of core values should be developed by utilizing the input of department stakeholders. Although this is a time-consuming process it serves as a foundation to set a common direction for the organization.

Objective #4: The Town Administrator and the current Fire Chief should start the process of planning for the retirement of the current Chief and the position transitioning from on-call to full-time career status.

Objective #5: The Grafton Fire Department must increase the monthly training hours required and implement an aggressive, and mandatory, back to basics fire training program for all personnel that is based on Massachusetts Fire Academy's call and volunteer basic skills program. This action should include a training effort that is designed to refresh all personnel on the 85 specific "non-fire" hands-on skills and 20 "live fire" skills required for basic level certification. Contrary to the opinion of some personnel, "the department can, and MUST require members to training if they want to maintain active status".

Objective #6: Conduct a comprehensive review of existing training records. The Fire Chief should meet individually with each member to review the training file and develop a prescriptive training plan.

Objective #7: A concerted effort should be made to improve the department's information management, data entry, and statistical development capabilities.

Objective #8: The Fire Chief should form a committee for the purpose of putting together an aggressive and wide-ranging program for recruitment and retention of call personnel. While a long-term strategy to address this issue needs to be developed there are also short-term actions that can be taken to try to immediately re-motivate existing members of the department in an attempt to improve their participation and ultimately the department's operations.

Objective #9: The Fire Chief, assisted by a committee comprised of a cross section of department stakeholders, should begin the development of a standard operations procedures/guidelines (SOP/SOG) manual starting with mission critical procedures such as, but not limited to, basic engine company and truck company operations, dwelling fires, commercial structures, rapid intervention team operations, personnel accountability, gas leaks, hazardous materials incidents, ice rescue, vehicle extrication operations, and thermal imaging camera, automatic external defibrillator use, and EMS protocols and procedures. The committee should be given whatever support is necessary to complete at least a basic manual within one year.

Objective #10: Based upon the foundation that currently exists and building upon the results of the recommendations contained in this report, the Town of Grafton and Grafton Fire Department should develop a formal process for implementing a long-term vision for the department and developing a strategic plan.

I.SUMMARY OF RECOMMENDATIONS

COMMUNITY RISK ASSESSMENT

II-1 The Town of Grafton should make it a priority to complete a comprehensive fire and rescue community risk assessment. This assessment should be done in conjunction with a fire and EMS calls for service demand analysis, and, take into consideration the Fire Department's current operational capabilities and preparedness, as well as, the community's level of service expectations.

II-2 The Grafton Fire Department should work to develop and implement an internal risk management plan following the recommendations of NFPA 1500, Standard for a Fire Department Occupational Safety and Health Program, and, NFPA 1250, Recommended Practice in Fire and Emergency Services Organization Risk Management.

II-3 The Town of Grafton should strongly consider adopting a municipal bylaw requiring the installation of an automatic fire suppression systems, or, fire water supply cisterns in any new development consisting of three or more homes or, for any individual home of larger than a designated square footage, in the areas of the Town that are not covered by the municipal water supply system.

II-4 The Grafton Fire Department should develop a compelling public education program that includes discussing the benefits of installing residential fire sprinklers in new one- and two-family dwellings. Though Massachusetts's construction codes do not allow residential fire sprinkler systems to be mandated, there is no prohibition for property owners to install them if they determine that it is in their best interest.

ORGANIZATIONAL STRUCTURE, MANAGEMENT AND ADMINISTRATION

III-1The Town of Grafton should take steps to streamline the oversight and direction of the Grafton Fire Department by abolishing the Board of Fire Engineers and place full control, direction, and supervision, of the Fire Department under the control of the Town Administrator the same as the other town emergency services. It is MRI's belief that the BOFE does not provide the appropriate level of checks and

balances to properly and transparently oversee the operations of a 21st century fire department and should be relegated to the history books.

III-2 The Town of Grafton should revise the department's overall table of organization to clearly delineate the chain of command and make it more effective by identifying exactly who reports to who and what the hierarchical relationships are (Figure III-1).

FIGURE III-1: PROPOSED GRAFTON FIRE DEPARTMENT TABLE OF ORGANIZATION

III-3 Managing, administering, and leading, a modern-day fire department requires a complex set of knowledge, skills, abilities, training, and experience. As a result, the Town of Grafton should make the position of Fire Chief a full-time, career position. This Chief should be a working chief, that is one who responds to most emergency incidents and takes an active hands-on role in incident mitigation. In conjunction with the current Chief, they should begin a succession planning process to begin looking toward the future and the changes that will bring to the department. As part of the preparation for this process, the Town should start the development of a comprehensive job description for the new Chief, including determining the necessary qualifications. As this position will be a working Chief, in addition to being mentally and physically capable of performing the job, suggested qualifications should include certification as a firefighter, fire officer (preferably be chief officer certified), and EMT, and possess Massachusetts fire prevention Level II credentialing. In order to recruit and attract quality candidates, the salary should be comparable to surrounding communities.

III-4 The position of full-time, career Fire Chief, although reporting to the Town Administrator should be designated a "strong" fire chief. For the Town to attract and retain a high-quality Chief, he/she must have a significant level of autonomy to lead and manage the department, including at times making unpopular decisions, without undue political influence, or even meddling, as may be more inclined to occur with a "weak" Chief who would be more susceptible to these pressures. The Town and the Chief should negotiate a strong personnel services contract to ensure that the interests of both parties are properly addressed and protected.

III-5 Prior to the retirement of the current Chief, and possibly utilizing the services of a professional consulting firm, through a variety of evaluative and assessment measures the Town should attempt to select for their next Chief, a leader who possesses the ideal combination of assets they have identified as necessary to meet the unique needs of the Grafton Fire Department to lead it through this critical transition process.

III-6 All officer positions, from lieutenant to fire chief, should be filled based upon the person's firefighting/emergency services training, certifications, and experience commensurate with the position being sought, along with successful completion of a formal, rank appropriate assessment process, and a basic practical skills evaluation.

III-7 All officers should have one or more administrative duties/responsibilities to assist the Fire Chief with the department's overall management, in addition to their normal emergency scene operational duties and station management responsibilities.

III-8 The Town of Grafton should consider increasing the annual financial stipend for each of the call officers to compensate them for the time involved with assisting with the management of the Fire Department. However, with this increased stipend must come increased expectations and accountability.

III-9 As part of the succession planning process, the next Fire Chief should work to implement a career development program to ensure that all officers can perform their superior's duties, as well as, identify the core future leaders of the department.

III-10 Based upon the recommendations contained in this report, the Town of Grafton and Grafton Fire Department should develop a formal process for implementing a long-term vision for the department. An early part of this process should include the development of a formal mission statement, vision statement, and set of core values. Well-designed mission statements should properly and accurately reflect the department's overall mission within the community. Vision statements identify the very reason for the department's existence and help to ensure that all personnel are working toward the same goals, or are proverbially, "all rowing in the same direction". The development of core values helps to establish what the department and its membership stand for.

III-11 The Grafton Fire Department mission statement should be prominently displayed in each station along with the vision statement and core values (Figure III-2).

FIGURE III-2: SAMPLE MISSION, VISION AND CORE VALUES PLAQUE

III-12 The Grafton Fire Department should form a committee to develop a comprehensive rules and regulations document that identifies anticipated, acceptable/ permitted, and prohibited behaviors. This document should be distributed to and signed for by each member of the department. It will also provide important guidance to new personnel.

Some suggested sections for the rules and regulations could include, but are by no means limited to:

- A preamble
- Department vision statement and mission statement
- Purpose of the rules and regulations
- Organization
- Membership requirements
- General rules of conduct
- Officer qualifications and selection (may just reference current department procedure)
- Officer duties and responsibilities
- Chain of command
- Uniforms and grooming
- Discipline
- Other areas that may be agreed upon for inclusion

III-13 The Grafton Fire Department should form a committee as soon as possible to begin development of a comprehensive department standard operations procedure (SOP) manual, starting with mission critical procedures such as, but not limited to, Structure Fires, Basic Engine Company and Truck Company Operations, Rapid Intervention Team Operations, Personnel Accountability, Vehicle

Extrication Operations, and Thermal Imaging Camera and Automatic External Defibrillator Use. The addition of numerous other procedures covering routine administrative operations and training procedures should then follow. The committee should be comprised of members of each rank. Due to the urgency of this task, and its significant importance to the department's future success, the committee should be given whatever support is necessary to complete this task within one year. If necessary, outside professional assistance is available to assist with facilitating this endeavor.

The general set up and organization of the manual is a very important consideration and the department must insure that the manual/system is easy to utilize and cross reference the necessary procedure. If personnel are going to be required to learn and adhere to the department's procedures, then the format, organization, and the filing of them must be user friendly, otherwise they will sit on a shelf unused.

The first operational procedure should identify and explain the components of the Written Communications System, including the use and organization of the SOP Manual and other components of the system such as standardized forms. This procedure should also contain a provision that the entire SOP Manual will be reviewed on at least an annual basis and that updates and revisions can/will be made at any time, as necessary. All procedures/revisions should be approved and issued after being signed by the Fire Chief.

III-14 The Grafton Fire Department should adopt a standardized SOP form that includes the following information:

- Title of the SOP
- Number of the SOP
- Category of the SOP (EMS Operations, Training, Administration, etc.)
- Page number and total number of pages
- Effective date
- Revision date (if applicable)
- Approval/signature of the Fire Chief

If a procedure is reissued with only minor to moderate revisions it can carry the original issue date with the revision date also noted. Revisions from the previous version should be identified by some means within the revised document. Full-scale revisions to a procedure should result in it being reissued with a new issue date.

Each SOP should, at a minimum, contain the following sections:

- Purpose
- Scope (If necessary and/or appropriate)
- Definitions of terms (If necessary and/or appropriate)
- Procedure(s)/Main body
- References (If necessary and/or appropriate)

III-15 The Grafton Fire Department should develop and implement a procedure that provides for the documented review of policies, procedures, general orders, training and/or safety bulletins, etc. that

includes a provision requiring each member of the department to sign that they received the document, have read it, and understand it.

III-16 The Grafton Fire Department should institute a process for issuing general orders, which are directives and/or special instructions that cover various facets of department operations but can be quickly issued as needed. They may cover a particular period of time regarding a special situation or may provide a temporary procedure pending development and issue of a full operational procedure.

Also included in the system should be training bulletins that would be issued to serve as reference regarding tested and approved methods of performing tasks; safety bulletins, that are issued to serve as references about general and specific safety and health issues; and informational bulletins that are published for the general knowledge of recipients. A numbering system should be implemented to keep track of these documents for indexing and future reference purposes.

III-17 The Grafton Fire Department should develop an effective system for ensuring that any new standard operating procedures, general orders, training bulletins, safety bulletins, and informational bulletins are distributed to all personnel and stations. Electronic communications are highly recommended as the method of choice for distributing departmental communications and documents.

III-18 Since Town policies and personnel regulations apply to all town employees, this material should be made available in each station (or on line), and policy training should be conducted on a periodic basis for all personnel.

III-19 The Grafton Fire Department should immediately develop a comprehensive respiratory protection plan in accordance with 29 CFR 1910.134, and a blood borne pathogens/exposure control plan in accordance with 29 CFR 1910.1030. Appropriate SOPs that implement various components of these plans should also be developed. Annual training as required, should be provided to all personnel.

III-20 The Grafton Fire Department should take immediate steps to ensure that the department's RMS is utilized for all aspects of the department's management, operations, and recordkeeping, including incident reporting, training, inventory, fire prevention and inspections, maintenance, staffing and scheduling, personnel, and pre- fire planning. For records such as personnel records, training records, fire prevention inspection records, and vehicle and equipment maintenance records, efforts should be undertaken to retroactively enter critical data. To the extent possible, information that is stored in databases other than the Fire Department RMS should be moved to the RMS database.

III-21 For many types of records, hard copy files must also be maintained, in addition to electronic ones. This includes vehicle, station and equipment (hose, ladders, pumps, SCBA, hydraulic rescue equipment, etc.) inspection, testing and maintenance records, personnel and training records, and fire prevention records, to name just a few. In conjunction with the comprehensive use of the RMS regarding all aspects of fire department operations, the Grafton Fire Department should also insure that all pertinent hard copy records are correctly, and completely organized into appropriate files into some type of recognized and consistent filing system.

III-22 The Town of Grafton and Grafton Fire Department should take steps, as soon as possible, to establish a department or town e-mail account for every member of the fire department. The Fire Department should also concurrently develop a procedure that requires every member of the

department to check their e-mail at least weekly. Establishment of the e-mail accounts and this procedure will significantly improve communications and flow of information within the department. Documents that could be sent out electronically include, but would certainly not be limited to, training announcements, schedules, meeting/assignment announcements and reminders, and once implemented, components of the department's written communications system such as Operational Procedures, General Orders, Training Bulletins, Safety Bulletins, and Informational Bulletins.

EMERGENCY OPERATIONS

IV-1 The Grafton Fire Department should establish a formal pre-incident planning program with the goal of having an up to date pre-plan for every business and commercial occupancy (including schools, churches, etc.). The purpose of a pre-incident planning program is to develop a fire/emergency response plan for buildings in the Town. A pre- fire/incident plan includes data such as the occupancy type, floor plans, construction type, hazards to firefighting, special conditions in the building, apparatus placement plan, water supply plan, and forcible entry and ventilation plan. Pre-planning will improve the firefighter knowledge of the specific tactics needed to handle a fire or other emergency at a facility and will alert them to on-site hazards and risks. Pre-fire/incident plans should be reviewed regularly and tested by periodic table-top exercises and on- site drills. It is recommended they utilize a cloud-based system that utilizes Ipad in apparatus, and other vehicles to enhance response capability by providing the information for use enroute to an incident and while on scene.

IV-2 When there is a report of a structure fire, or smoke in a structure, a full structural response should be automatically initiated. This would include the immediate, and automatic, response of several departments. Although cultural resistance should be expected, this is a common and successful practice employed in many smaller communities that have more limited response capabilities.

IV-3 In consultation and cooperation with its neighboring departments, the Grafton Fire Department should enter into automatic aid agreements that specifies the number and types of resources that should be dispatched to various types of reported emergencies. While the recommendations contained in this report can be adjusted/revised based upon a risk management process or pre-fire/incident plan, these processes take time. In the interim, MRI recommends that additional resources be dispatched to structural fire and emergency incidents.

IV-4 The Grafton Fire Department should implement a procedure that mandates the use of the I am Responding system by all personnel who are responding to an incident. This is particularly important during the day when the number of available personnel is very limited.

IV-5 The Grafton Fire Department should enhance it safety culture and emphasis through the establishment of a formal fireground/incident safety officer program. All department officers should receive safety officer training, obtain safety officer certification, and an operational procedure should be implemented that results in a guaranteed response of additional chief officers on every working/all hands incident.

IV-6 Working in conjunction with the Grafton Police Department dispatch center, the Grafton Fire Department should implement a procedure to provide for the dispatch center to provide interval time checks to the incident commander, for the incident commander to provide status reports, and as necessary PAR reports.

IV-7 The Grafton Fire Department should develop a SOP specifying what information and times are necessary for the dispatcher to enter onto a fire incident report prior to the report being passed to the fire department. In order to develop the most accurate statistical database, all response time data should be entered into the appropriate National Fire Incident Response System (NFIRS) incident reporting database in a precise manner (hours/minutes/seconds). In order to accurately assess each component of overall response time, call processing time – turnout time – response time, these times should each be entered separately, and into the appropriate category in the NFIRS database.

IV-8 The Grafton Fire Department should immediately adopt an SOP that mandates that the incident report shall be completed by the incident commander (IC), or his/her designee, immediately upon completion of the incident. Should the IC designate someone else to complete the report for them, he/she is still ultimately responsible for the proper completion of the report and should review and approve it at their earliest convenience.

IV-9 The Grafton Fire Department needs to significantly improve their data gathering procedures and their ability to generate statistics regarding a wide range of their operations.

IV-10 Although more stringent than the requirements found in Table 4.3.2 of NFPA 1720 for suburban communities, through the utilization of automatic mutual aid agreements with neighboring communities, the Grafton Fire Department should attempt to achieve a goal of having a minimum of 14 personnel on the scene of any reported structure fire within 10 minutes or less.

IV-11 The Town of Grafton and Grafton Fire Department should attempt to significantly improve its initial unit on scene response times.

STAFFING, RECRUITMENT & RETENTION

V-1 The Town of Grafton and Grafton Fire Department should establish reasonable minimum response and training benchmarks for a member to continue to be designated as an active member in good standing. Four hours per month of training and 25% of all calls would be reasonable starting points. They should then conduct one-on-one interviews with all current members to determine their ability and/or willingness to meet these requirements. Personnel who will not or cannot should be placed into inactive status.

V-2 The Town of Grafton and the Grafton Fire Department should apply for a federal SAFER grant for on-call recruitment and retention. This grant should be utilized to develop a comprehensive marketing program to attract new members, and provide incentives for the retention of those personnel such as tuition reimbursement, health care benefits, tax abatements, etc.

V-3 The Town of Grafton should recognize that the only way to develop a more active and properly staffed Fire Department in the absence of hiring a large force of career firefighters is to determine what would motivate potential responders (including current ones) and craft a program of investment that meets these extrinsic and intrinsic needs.

V-4 The Town of Grafton should convene a focus group to determine what concepts and recruitment and retention strategies are feasible and most attractive to both current members and potential candidates.

V-5 The Grafton Fire Department should make it a priority to develop an active on-call recruitment program led by a ranking call officer. At a minimum this program should consist of:

1. Developing a recruitment brochure and mailing it to all residents.
2. Holding periodic open houses at the fire station.
3. Performing public outreach and advertising through the local media.
4. Contacting community and service groups.
5. Developing an eye-catching banner on the Town's website and the Friends of the Grafton Fire Department Facebook page.
6. Placing signs recruiting call personnel at the main entrances to Town.
7. Placing a temporary signboard at various locations within the community.
8. Placing signs recruiting call personnel in Town buildings and local businesses, particularly high-volume locations.
9. Placing lawn signs recruiting call personnel at locations throughout the community.
10. Implementing a fire explorer program.
11. Maintaining an active presence in the local high school.

The proposed SAFER Grant could be utilized to cover many of these expenses.

V-6 The Grafton Fire Chief should develop a social media presence and involve other members of the department in this endeavor.

V-7 The Town of Grafton and the Grafton Fire Department should attempt to enter into partnerships with local businesses to allow their personnel to respond, when needed, to emergency incidents during working hours, without any financial penalty.

V-8 The Town of Grafton should explore the feasibility of utilizing, and in fact encouraging, town employees to perform "dual roles" by serving not only in their full-time positions but also serving the Town as call firefighters and/or rescue personnel. Caution is needed here though as there are provisions of the Fair Labor Standards Act that would be applicable, particularly, if these personnel respond to incidents during times when they are not working.

V-9 The Town of Grafton should consider the development of a program that would provide active responders with the opportunity to obtain health insurance. The Town should pay a graduated percentage of this program based upon participation levels suggested in Figure V-7 including that a minimum number of hours of training be completed.

V-10 The Grafton Fire Department should seek assistance from the Massachusetts Call and Volunteer Firefighters Association (MCVFA) relative to enhancing recruitment and retention efforts in Grafton.

V-11 The Town of Grafton should consider hiring one full-time fire lieutenant who along with the Fire Chief, captain and the response of a per diem on-call firefighter would provide a four-person crew to insure guaranteed, timely, and qualified, response to day time emergency incidents and augment staffing at the time when most call members are least available to respond. With four personnel available for immediate response, supplemented by available call firefighters the department would much more frequently comply with the initial fire attack requirements recommended by NFPA, and required by OSHA.

V-12 The Town of Grafton and Grafton Fire Department should consider implementing a duty crew system whereby the department will be divided into two or three duty crews. Utilizing their own separate dispatch tone, the duty crew would be dispatched to minor incidents reducing the need for the entire department to respond. An alternative duty crew system would have a crew of four personnel on duty in the station during designated hours.

Under the duty crew system, the entire department would be dispatched and respond to potentially serious incidents such as any type of reported fire, rescue incidents, etc.

V-13 The Grafton Fire Department should work to develop statistics that indicate the frequency with which the department is able to comply with the requirements of NFPA 1720, and, the average number of call personnel who respond to each incident. These statistics should be further broken down by weekday daytime (normal working hours 7:00 AM to 6:00 PM), weekday night time (6:00 PM to 7:00 AM) and weekends.

V-14 As primarily call organizations where personnel respond from various locations upon receipt of an emergency incident dispatch, the Grafton Fire Department should mandate that personnel responding to incidents announce their response through the "I Am Responding" system. This will allow officers to better assess their available staffing in relation to the nature of the incident they are responding to.

TRAINING

VI-1 Should the Town of Grafton adopt the recommended organizational structure for the Grafton Fire Department, one of the duties of the full-time captain should be to develop and supervise the department's training program.

VI-2 The Grafton Fire Department should conduct a comprehensive and formal training needs assessment for the purpose of determining training program priorities. Part of this needs assessment should be an initial evaluation of the current basic skills proficiency of ALL department personnel.

VI-3 Based upon the results of the needs assessment, the Grafton Fire Department should begin the development of a comprehensive training program that addresses, but is not limited to: applicable OSHA training, recommended NFPA training, every operational mission and responsibility of the department, and specialized training including personnel/officer development. The training should comply with accepted and/or recommended practices and standards, should include standardized evolutions, and should be consistent with newly developed and/or updated operational guidelines and Standard Operating Procedures (SOPs).

VI-4 Formal training of some type, lasting a minimum of two hours, should occur weekly. The training should be lesson plan driven, and when appropriate, EMT continuing education credit hours should be applied for through the state Office of EMS. Additional opportunities for training can be found during related activities such as weekly/monthly apparatus and equipment inspections, and, building pre-planning activities.

VI-5 Additional, high intensity training on various subjects, including periodic live fire training, should be conducted on a quarterly or semi-annual basis at a formal fire academy where appropriate training facilities, structures, and props are available.

VI-6 All Grafton Fire Department personnel should be required to complete a minimum of 48 hours of documented training per year (an average of 4 hours per month) including all mandatory training.

VI-7 Training should be delivered and/or conducted utilizing formal, standardized lesson plans that include objectives and performance criterion. However, when this is not possible or practical (a frequent occurrence in the fire service), a detailed description of the training should be included in the narrative section of the training report.

VI-8 All training that is conducted, no matter how brief or inconsequential it may seem, MUST result in the completion of a formal training report. Training reports should include the date, time training commenced, time duration of the training, the instructor, the officer in charge, names of all personnel trained, and include a detailed description of the training or reference the formal lesson plan utilized. All persons trained should sign or initial either a printed hard copy of the training report, or if this is not practical, a sign in sheet should be attached. The officer in charge, and when possible, the instructor, should also sign the hard copy training report.

A formal operational procedure on the completion of training reports should be developed. The training module of the department's RMS should be utilized for completion of training reports and to assist with the development of a training database, keeping track of certifications and related lapse dates, etc.

VI-9 The Grafton Fire Department should develop a separate training file for each member that can provide a supplement to the member's main personnel file. The training file should, at a minimum, include all course completion certificates, professional certifications, skills performance evaluation sheets and reports, and an annual summary of completed training.

VI-10 As part of the development of a new comprehensive training program, the department should implement periodic basic skills proficiency evaluations for ALL personnel. These proficiency evaluations, consisting of standardized evolutions, can be based upon recognized standards and benchmarks, in

conjunction with performance criterion and benchmarks established through evaluation of, and based upon, Grafton Fire Department operations and procedures.

VI-11 In order to assist with the large amount of training that needs to be done, and in recognition of their important role in the delivery of training and the success of the program, the Grafton Fire Department should provide fire instructor training for any members of the department who wish to take it. All officers should be formally certified at Fire Instructor Level I.

VI-12 The Grafton Fire Department should insure that all department members are trained/ certified to the minimal NIMS level required for their duties/responsibilities and ranks. The department should also further enhance the level of incident management training provided to the members of the department. In addition to the basic I-100/I-700 training mandated, it is MRI's recommendation that all personnel be trained to the ICS- 200 level. All officers should be trained to the ICS-300 level. All chief level officers should be trained to the ICS-400 level.

VI-13 The Grafton Fire Department should strongly encourage its officers to obtain a certain level of fire officer certification as a job requirement such as Fire Officer I for lieutenant, Fire Officer II for captain, Fire Officer III for deputy/assistant fire chief, and Fire Officer Level IV for fire chief.

VI-14 The Grafton Fire Department should require that all officers be certified as Incident Safety Officers. Additional personnel who may be interested should be encouraged to take this training and obtain this important firefighter safety certification.

VI-15 The Grafton Fire Department should encourage personnel to seek additional training on their own, and to the financial and practical extent possible, send personnel to outside training opportunities. Information gained at this training can then be brought back and delivered to other members of the department. Training reports should be completed for all this training, and copies of any certificates earned should be placed in the member's personnel and training files. A training board should be placed in each station where upcoming training opportunities can be posted for all personnel to review. These opportunities should also be posted on the department's website and could be e-mailed to every member once addresses are established.

VI-16 The Grafton Fire Department should seek annual funding in the training budget to upgrade its training resources such as manuals, DVDs, and subscriptions to other available training resources.

VI-17 The Grafton Fire Department should, as part of its written communications system, develop Training Bulletins which would be issued to serve as reference regarding tested and approved methods of performing various tasks and Safety Bulletins which should be issued to serve as references about general and specific safety and health issues.

FACILITIES AND APPARATUS

VII-1 All three Grafton fire stations should be equipped with carbon monoxide alarms. These important life safety devices should be installed as soon as possible.

VII-2 The Town of Grafton should include fire and personnel safety upgrades to the North and South Grafton fire stations in future capital improvement plans. These upgrades should be based upon the projected long-term use and mission of each of the stations.

VII-3 The Grafton Fire Department should consider installing surveillance camera systems at all three fire stations. These systems should be monitored by the Police dispatch “radio room”. Since these stations are normally not staffed, this would allow a dispatcher to monitor the facilities and communicate with visitors to the station that may require assistance.

VII-4 The Grafton Fire Department should replace the air compressor at Station 2, to allow the apparatus deployed from there to be connected to air shore lines to maintain air system pressure between responses.

VII-5 The Grafton Fire Department should ensure that appropriate tests and inspections are conducted as required/recommended, and that records are maintained for all systems in their facilities such as fire suppression systems, fire detection and alarm systems, and emergency generators.

VII-6 The Grafton Fire Department should maintain records of all repairs conducted at each station, as well as costs associated with maintaining each station, in order to assist in the annual budget process and in long-term capital improvement planning.

VII-7 The Town of Grafton should formally adopt – and follow – the capital apparatus replacement plan found in the Town of Grafton, Massachusetts Fire Department Fire Apparatus Fleet Review and Assessment prepared by Emergency Vehicle Response Fire Protection Consultants in 2016.

VII-8 The Grafton Fire Department should continue equipping new pumping apparatus with compressed air foam system (CAFS) capabilities to improve fire knockdown capabilities, especially in limited staffing conditions.

VII-9 As an alternative to the engine/water tower apparatus recommended by EVR, the Town of Grafton should give consideration to the acquisition of a true “quint”¹⁸ apparatus that has a 75’ aerial ladder and is configured to also fully function as a fire pumper.



Figure VII-21: A Quint such as this one in service in Springfield and equipped with a 1500 gallon per minute pump, 500-gallon water tank and 75' aerial will more than adequately meet the Grafton Fire Department's operational needs and provide the community with a versatile, multi-function vehicle particularly in limited staffing conditions and when responding as the first out unit and "engine" to many incidents.

(Photo: Mass Fire Trucks)

VII-10 The Grafton Fire Department should ensure that all fire apparatus pumps are serviced, inspected, and tested at intervals no greater than 12 months apart, in accordance with NFPA and ISO standards. All tests conducted, results including deficiencies noted, and any corrective action taken should be documented.

VII-11 The Grafton Fire Department should ensure all department aerial and ground ladders are serviced, inspected and tested at intervals no greater than 12 months apart, in accordance with NFPA standards. All tests conducted, results including deficiencies noted, and any corrective action taken should be documented.

VII-12 The Grafton Fire Department should ensure that all department hose is inspected and tested, at intervals no greater than 12 months, in accordance with NFPA and ISO standards. All tests conducted, results including deficiencies noted, and any corrective action taken should be documented.

VII-13 The Grafton Fire Department should develop a complete inventory of all department equipment, review compliance with NFPA criteria (including the proper organization and mounting/securing of equipment in crew cabs and compartments) and assess the department's own operational and equipment needs. The inventory should be updated at least annually to ensure that it is current.

VII-14 The Grafton Fire Department should adopt a policy of purchasing new NFPA 1901 compliant equipment when new apparatus is purchased. This policy will ensure that equipment is the most technologically up-to-date and that it is safe and functional. It will also make it possible to keep reserve apparatus fully equipped for immediate use.

VII-15 The Town of Grafton and Grafton Fire Department should establish a formal replacement plan for equipment. The regular replacement of large cost items such as hose and SCBA on an incremental basis will avoid major one-time increases in the operating budget. The life expectancy of these items can be estimated based on usage and manufacturer's recommendations.

VII-16 The Town of Grafton and Grafton Fire Department should take advantage of the fire apparatus and ambulance group purchasing system that is sponsored by the Fire Chiefs Association of Massachusetts (FCAM) and the Metropolitan Area Planning Council (MAPC). Municipalities may select a specific design and manufacturer from a pre-determined bid list and are not required to establish their own bid process. It is estimated that this group purchasing system will save approximately five to ten percent of the cost of a fire truck or ambulance (see www.mapc.org).

VII-17 The procurement of most of the Grafton Fire Department's future apparatus needs will normally be funded at the annual town meeting. However, in any given year, a federal Assistance to Firefighters Grant (AFG or FireAct) could also be pursued as a way to obtain funding. This is particularly true if the requested apparatus is going to replace more than one unit. If the AFG grant application is successful, then any already capital project funding can be cancelled.

FISCAL FORECASTING AND CAPITAL PLANNING

VIII-1 The Town of Grafton should review all fees on an annual basis for possible increases in accordance with state law.

VIII-2 The Town of Grafton should explore additional potential ways to generate revenue to offset the Fire Department's operating costs. Consideration could be given to billing insurance companies for response to motor vehicle accidents; registration fees for fire alarm systems; and, implementing fines for repeat false alarms.

VIII-3 The Grafton Fire Department should identify and prioritize its most critical equipment, training and/or operational needs, and apply annually to the Assistance to Firefighters Grant (AFG) program. This should include making applications for apparatus capital replacement projects that will otherwise be funded through the Town's capital budget and at town meeting.

VIII-4 The Town of Grafton should apply for a federal SAFER grant in 2019 for the salaries of the two (full time firefighter/EMTs recommended elsewhere in this report citing an attempt to better comply with the provisions of NFPA 1710/1720).

VIII-5 The Grafton Fire Department should prioritize its fire prevention and public fire education needs and apply annually to the Fire Prevention and Safety Grant (FP&SG) program.

VIII-6 The Town of Grafton and Grafton Fire Department should actively search for other grant opportunities. Grants for fire protection, fire safety, fire prevention, domestic and emergency preparedness, and homeland security may be available from federal, state, corporate, and foundation sources.

VIII-7 The Grafton Fire Department should actively seek out businesses that may be interested in establishing public/private partnerships that could provide, or assist with, funding for various programs, projects, or initiatives.

VIII-8 The Grafton Fire Department should establish a formal replacement plan for equipment. The regular replacement of large cost items such as hose, ladders, PPE, portable radios, AEDs, and even SCBA on an incremental basis will avoid major one-time increases in the annual operating budget where such purchases should be funded. For instance, the hose and ladders on one vehicle can be replaced in the next fiscal year, another the following year, etc. The life expectancy of these items can be estimated based on usage and manufacturer's recommendations. Items such as hose and ladders can remain in service indefinitely, provided they continue to successfully pass their annual tests.

FIRE PREVENTION

IX-1 As part of the Grafton Fire Department's proposed reorganization, one of the primary responsibilities of the full time captain should be to serve as the department's fire prevention officer and ensure that all mandated inspections are completed at the required intervals, and allow the operation of a comprehensive, multi-faceted fire prevention program that includes periodic inspections (preferably on an annual basis) of all commercial/business occupancies and ongoing public fire education activities throughout the year.

IX-2 The Grafton Fire Department should continue to support training and professional development activities for department members in the fire prevention and fire inspection areas. This can include, among other endeavors, attendance at the Fire Prevention Association of Massachusetts, and Massachusetts Firefighting Academy. Credentialing at the Fire Inspector I, II, and III levels should be required for the captain and the career Fire Chief, should the Town decide to create that position. All additional full-time personnel should be required, at a minimum, to possess/obtain Fire Inspector Level I credentialing as a condition of employment. Call personnel should be encouraged to obtain this training/certification as well. The full-time captain should also be required to attend fire prevention and management courses at the National Fire Academy.

IX-3 Should the Town of Grafton decide to hire additional full-time, career personnel, the Grafton Fire Department should establish a formal in-service fire safety inspection program. The on-duty personnel can be assigned with the responsibility for "in-service" inspections to identify and mitigate fire hazards in buildings and to familiarize firefighters with the layout of buildings, identify risks that may be encountered during firefighting operations, and to develop pre-fire plans. On-duty personnel in many departments are assigned responsibility for permit inspections and public fire safety education activities. In order to establish an in-service inspection program, it will be necessary to:

- Train personnel on proper procedures (all personnel should be credentialed at least to the Fire Inspector I level recommended above);
- Develop standard operating guidelines for in-service inspections;
- Establish inspection schedules;
- Establish a system for documenting inspections and notifying property owners of fire hazards;
- Establish a follow-up inspection system to ensure that hazards have been mitigated; and
- Require on-duty personnel to conduct regular in-service inspections of all building construction sites in the town.

IX-4 The Grafton Fire Department should continue to update its website on a regular basis to provide its customers, and other interested parties, as much information as possible on fire safety, fire prevention, and the department as a whole. The department should also work actively to make on-line permitting, inspection scheduling, etc. a reality.

IX-5 The Town of Grafton should consider the adoption of a bylaw as permitted under MGL to allow enforcement action, including the issuing of fines/penalties for repeat false fire alarm activations.

IX-6 The Grafton Fire Department should make the delivery of year-round public fire safety education programs, in the schools, and throughout the community a top priority since this is the area where the fire service is most effective at preventing fires, injuries, and deaths. Personnel should be encouraged to obtain the Fire and Life Safety Educator certification issued by the state fire marshal's office.

IX-7 The Grafton Fire Department should continue to maintain and enhance its library of fire prevention reference materials, including maintaining online subscriptions such as NFPA and its professional subscriptions.

IX-8 The Grafton Fire Department should consider participating in the red and blue joint fire investigation team program in a collaborative endeavor with other local fire departments and the Grafton Police Department. This would allow routine fire cause and origin investigations to be conducted by local area public safety personnel. In most cases the "red" component, fire personnel, are a regional resource, while the "blue" component, police personnel, are from the local jurisdiction. When necessary, the State Fire Marshal can still be requested to assist with large or complex fire investigations or when specialized investigative resources are required (such as an accelerant detection dog). The State Fire Marshal's Office is also automatically called in for fires that result in a fatality.

Benchmarking and Comparative Analysis

X-1 The Grafton Fire Department should make it a priority to improve its information gathering and management capabilities regarding the entry of a wide range of data pertinent to department operations which will in turn allow the development of statistics to evaluate the department's operations in comparison with nationally recognized benchmarks, and locally established goals and objectives.

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